

## THE EFFECT OF SERVICE QUALITY AND STRATEGIC HUMAN RESOURCES MANAGEMENT ON THE PERFORMANCE OF HOTEL ENTERPRISES (ANTALYA EXAMPLE)

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### ABSTRACT

The aim of this study is to identify the opinions of hotel managers and employees in determining the impact of strategic human resources management on service quality improvement performance of 5-star hotels operating in Antalya. The study was conducted with 317 managers and employees randomly selected among the managers and employees of thirty-five 5-star hotels in Antalya. Data were tested with frequency, independent sample T-test, Anova, reliability analysis, mean and regression analysis in SPSS 23.0 package program. According to the results of regression analysis, a positive and statistically significant relationship was found between strategic human resources management and total quality management ( $r = 0.763$ ,  $p < .01$ ) and enterprise performance ( $r = 0.596$ ,  $p < .01$ ). In 5-star hotels, operational human resources management, business performance and total quality management make a significant contribution and are positively related to each other.

**Keywords:** Tourism, Hotel, Strategic Human Resources Management, Total Quality Management, Business performance

### 1. Introduction

Differentiations in the technical, economic and social fields have led to an increase in the dependency of human resource on accessibility of the types of institutions to the types of goals. Organizations, human resource practices, process steps and system structures can reach their goals when they develop and implement their development by considering their organizational needs. Undoubtedly, as with all resources, human resources need a management process in order to operate efficiently and regularly. Because of this idea, the concept of human resource management has emerged. (Izgi, 2013: 3).

Success of a business and achieving its goals based on different resources. These resources are financial resources, physical resources including production and facilities, marketing resource that enables the transfer of produced goods and services to customers, and human resources that enables companies internal structuring, evaluation and rewarding the knowledge, skills and experience. In an increasingly competitive environment with the

globalization process, human resources management emphasized the value given to people, made the person strategically important and brought the concept of internal dynamics of the business to the fore. (Demir, 2006: 12).

The concept of strategy, in terms of management, has been used since the second half of the 20th century. The strategy, in this context, has a technical meaning that mobilizes resources in catching up with competition by regulating the relationship of the business with its environment. Total quality management is an effort to bring together the quality of the customers' expectations, which are considered to be higher than many things, and whose level and quality have been determined by the customers, within the scope of the product and service throughout all the activities carried out. (Aksoy and Çubuk, 2006: 49).

It is possible to say that today's conception of competition has changed with the changes occurring with the effect of globalization. Since today's businesses have to deal with multiple competitive factors such as quality, innovation, flexibility, speed and difference, it is necessary for businesses to have material and intangible resources available to them and to manage their performance in a competitive advantage in terms of using these resources.. As a result of the literature research, ethnographic observation and the researcher's own experience, it was concluded that the management performance and total quality management made a significant contribution to strategic human resources management. (Şen, 2010: 103). In this context, our study will be able to guide hotel managers by determining the impact of strategic human resources management and service quality on the performance of hotel enterprises.

#### 1.1. Concept and Definition of Human Resources Management

Today, all operating businesses need more or less human resources depending on the business they are in. Whether the working area is the tertiary sector or the production sector, it is one of the indispensable needs of human resource enterprises in both fields. Undoubtedly, as with all resources, human resources need a management process in order to operate efficiently and regularly. (Izgi, 2013: 3).

Due to this idea, the concept of human resource management has emerged. In our globalizing world, businesses are obliged to maintain their existence against the developing and changing competition conditions, to maintain their presence in the national and international market in the current competitive environment, and to improve themselves in order to be successful. In order for a business to be successful and achieve its goals, it needs different resources. (Erdoğan, 2013: 5).

These resources are; financial resources, physical resources including production and facilities, marketing resource that enables the transfer of the produced product or service to the customers, and human resources that provide structuring, knowledge, skills and experience to be evaluated and rewarded. In an increasingly competitive environment with the globalization process, human resources management emphasized the value given to people, made the person of strategic importance and brought the concept of internal dynamics of the business to the fore. Human resources management is critical in dealing with the challenges of global competition, achieving competitive advantage, responding quickly to competitors' attacks, creating businesses that are flexible and able to adapt to global conditions. (Demir, 2006: 12).

In this context, it will be possible to mobilize people, to continuously improve the human resource in order to adapt to the changes and to achieve a competitive advantage. Many definitions have been made regarding human resources management. Some of these definitions; Human resources management is a process in which the human resources

needs of an organization are evaluated, met and the motivation and working environment necessary for get the best efficiency from the hired personnel is a business function that also contributes to other business activities. (Bingöl, 2006: 20).

Human resources management is the strategic and harmonious management of "human", the most important asset for the organization. A good employee is a function for the management and development of people in the organization as effectively as possible for a good organization and a good society. Human resources management operates in line with the common interests of senior management and employees, who have contributed to the success of the business. Human resources management is planned and should be planned to create a positive atmosphere in the enterprise and contribute to the goals and values of the enterprise. (Akın, 2009: 6).

### 1.2. The Concept of Strategic Human Resources Management

The strategy has been considered in the military field for many years. As a military concept, strategy involves planning by determining what the other party will do and taking action by using their own power. The concept of strategy has been used as of the second half of the 20th century in terms of management. (Akçakaya, 2010: 17).

The strategy, in this context, has a technical meaning that mobilizes resources in catching up with competition by regulating the relationship of the business with its environment. In 1992, "scientific management", which responded to the expectations of the Industrial Revolution, was proposed by Taylor. Taylorism has an important place in terms of effective use of human resources for employers in America. (Armstrong, 2006: 3).

In his studies, Taylor worked on obtaining data, determining the standards of behavior suitable for the job and performing the works on time. As a result, he made important contributions to the determination of performance criteria for fair evaluation of the employees. These works, which leave job satisfaction behind, are based on being production-oriented. (Fidan, 1998: 206-207).

After 1920, Taylor's understanding started to lose its effect gradually for this reason. Scientific studies developed by Taylor have an important place in human resources management. The techniques used in today's businesses were created and inspired by Taylor's work. (Tosun, 1990: 35).

The aim of human resources is to increase the motivation of the employee in an objective manner and to ensure recruitment in line with rational and measurable criteria regarding the selection of employees. Another development in the field of human resources management is the integration of personnel management studies with psychology. This integration has revealed the concept of human relations. (Akdoğan, Cingöz, 2009: 5-6).

Hawthorne research by Elton Mayo has an important place in revealing the importance of the human element in the field of psychology. In addition to improving the quality of work of the employee, this research also shed light on social and psychological aspects, another important point in productivity growth. Psychological studies such as the Human Needs Hierarchy and Behaviorism developed by Maslow made important contributions to the formation of human resources management. (Keçecioğlu, Ayyıldız, 2009: 1172).

The behaviorism that John B. Watson worked on has contributed to the development of a number of practices in assessing human resources. Employees are an indispensable part of the production ring and should not be easily changed. The most important study proving this is the Hierarchy of Needs put forward by Maslow. (Fernando, 2005: 633).

In order to ensure the success of the employees, it is necessary to establish an adequate

communication system in order to ensure that they are strong and efficient by the employer and to meet the security needs. The human resources management approach has an important role in human resources management today. Human resources management approach has an important place in meeting organizational needs as well as increasing organizational efficiency. (Uğur, 2003: 26).

In order to establish an integrated system that will meet the expectations of the organization and the individual, it is necessary to ensure that the approach and management work in a complementary manner. The basic principles of the approach (Fernando, 2005: 633);

- Those working in the company should be managed correctly in order to gain future-related gains,
- Applications should be developed to meet the economic, social and psychological expectations of the employee,
- Working areas should be created in which employees can effectively train and use their skills at the highest level.
- Human resources management programs should be established, taking into account the expectations of the employee and the enterprise.

The concept of human resources management started to be handled in a strategic dimension with two developments at the end of the 1970s. The first of these developments is the transition from traditional personnel management to human resources management. The second important development is the changes in attitudes in this direction as the generic strategic models started to be examined and discussed in the internal structure of the organization. (Yavan, 2012: 1).

The last point of globalization has made businesses think more strategically. With the rapid advancement of technology, it shows that there are no limits for differentiation of enterprises. For this reason, the critical factor in the survival of enterprises, obtaining a sustainable competitive advantage and achieving performance superiority is due to the fact that the company has a healthy structure and functioning. (Uğur, 2003: 27).

The most important power to provide this support to businesses is human resources. With the globalization of our world, businesses must constantly follow the changes in the environment in order to sustain their lives and must renew themselves in order to hold on in all markets. Achieving success requires the availability of a number of resources for businesses. (Alakoç - Burma, 2014: 84).

It is possible to group these resources as physical and marketing human resources. The production area of the business constitutes its physical resource, the marketing resource of the product and service offered to the consumer, and the human resources field of the selection, placement, training and development of the employees. "Human resource" has an important place among these resources of the business. (Fernando, 2005: 634).

The most important factor in strengthening the existing structure in the enterprise, making effective political decisions, realizing development and innovations is human. Today, the human element has an important place for businesses whether they are profit-oriented or not. Human resources management constitutes a strategic place to employ employees in appropriate areas, to have strong communication and to increase performance. (Yavan, 2012: 2).

Human resources management has started to be used more effectively in the last 20 years. Human resources and personnel management are based on different understanding. The human element as well as technology and capital has been moved to a different dimension with the consideration of human resources management. If high capital expenditures are

required to obtain technology today and the management of capital is based on efficient and profitable work, spending and investments on human resources are also strategically important for the enterprise. (Uğur, 2003: 27).

Studies on human resources management reveal many definitions on this subject. Some of them are; The human resources management thought system, which places the "human" element in the organizational focus, is an approach that reveals the human phenomenon. Human resources management is the functions of providing employees in compliance with the expectations of the organization, training and developing the employees, ensuring compliance with their friends, and reducing the turnover rate of the employees. (Alakoç - Burma, 2014: 85).

Human resources management plays an important role in the creation of a knowledgeable workforce. Human resources management is the efficient, effective and correct use of human resources in line with the company's goals. Human resources management is the whole of activities carried out in the competitive environment, in order to effectively manage the human element in any organization in a legal framework that will benefit the business. (Chavleishvili, 2011: 62).

According to another definition, human resources management; It includes the information, skills and attitudes needed to compete for the management to make decisions, which regulates all the relations between the employee and the enterprise. Human resources management is the work involving everyone's participation in the business from the lowest to the highest hierarchical level in order to achieve the goals. Human resources management is an application that encompasses all stages from recruiting the most suitable human resource, orientation, compensation, provision of job rights, performance appraisal, social rights and turnover, in order to achieve business objectives. (Fındıkçı, 2001: 5).

All studies on finding, developing and maintaining the most suitable human resources are the subjects of activity of the human resources management field. From a general perspective, human resources management is a strategic point of view for effective management of the human element in the organization. Human resources management is not only concerned with the selection of the appropriate employee for the job. (Chavleishvili, 2011: 62).

It is also an activity to plan for the development of the qualified workforce selected, increasing its efficiency and fulfilling all management functions. It is successful only when it realizes its internal and external activities at the expected level. Unlike the definitions made, the effects of the following approaches are seen in human resources management (Sabuncuoğlu, 2000: 21):

- Human resources management is conducted in a strategic dimension.
- The new appearance of personnel management is human resources management.
- Human resources management is a process integrated with social sciences, separating from personnel management, including the selection, development and employee-employer relations of the employee.

Human resources management, together with the resources available to the company, is the whole of the guiding activities in attracting the human resources into the business, creating jobs and directing them. In the process of meeting the short and long term expectations of the organization in order to realize effective management in this regard, it is a whole set of functions to meet the needs and requests of the personnel, to train them,

to develop, to direct them by ensuring that they are organized correctly, to perform coordination and supervision activities. In addition to all these works, the establishment and adoption of a central human-oriented organizational culture is in question. (Chavleishvili, 2011: 62).

In line with achieving its human resources management goals, the company should increase its effectiveness in parallel with the moral and cultural values of the society it lives in, and fulfill its activities by recording the needs and personal interests of the organization. The fact that the decisions taken for the organization are human-oriented, will help the employee make more contributions to the business and this will make the decisions of the business more rational. Today, human resources management emerges with a feature separate from the personnel management of years ago. The relationship between the employee and the employer in the enterprise has been moved to very different dimensions over the years and as a result, today's Human Resources Management concept has been formed. (Eren, 2013: 5).

Increasing efficiency and effectiveness in activities and processes in modern and post-modern organizational structures requires a strategic assessment of human resources issues. Rapid change in organizational and environmental parameters brings comprehensive and complex problems and developments in the management paradigm to a more strategic position due to the pressure and competition caused by globalization. In this context, operating in different regions of the globalizing world; transforming their structures through processes such as restructuring, company marriages and strategic alliances; It can be said that the effective use of human resources has become extremely important in organizations that implement new management technologies and carry out social responsibility projects in response to social expectations. (Sabuncuoğlu, 2000: 22).

Changes in organizational and managerial processes have also changed the perspectives and attitudes of organizations towards their employees. While the studies on human resources have been structured within the framework of short-term goals, today, long-term planning of human resources is mostly used. Therefore, it will enable a more strategic examination of human resources management by ensuring the integration between its strategic goals and human resources policies (Akgemci, 2008: 233).

In order to understand human resources management, it is necessary to accept that human resource management and human resources are handled strategically.. When we examine human resources management, functions are handled separately from business strategy. For example; In a performance evaluation system, it has been observed that the integration of the system with the personnel selection system and its relation is ignored in terms of achieving success (Keçecioğlu and Ayyıldız, 2009: 1174).

Today, "strategic management" has a more important function for businesses. At the same time, in order to achieve success when human resources management is handled in a strategic dimension, this concept must be integrated with strategic planning targeting the future of the enterprise. Today, strategic human resources management can be considered as human resources activities organized for the enterprise to achieve its goals (Sabuncuoğlu, 2000: 22).

When strategic human resources management is handled with an integrated approach; business policy is under the influence of different values, including feasibility, competencies, ability to create value, practices and also culture. The purpose of strategic human resources management is to make maximum use of the "human" element in the strategic needs of the business. In addition, the strategic nature of the concept of human resources is important for increasing organizational performance in issues such as the

turnover of labor, financial performance and productivity encountered in human resources practices (Keçecioglu and Ayyıldız, 2009: 1174).

This situation draws attention to the fact that the human resources practices' overall performance of the organization is much more important than all other organizational variables. Strategic human resources management has been examined by many researchers in businesses especially since 1980s and has been the subject of many researches. Human resources management has a function that helps to determine the most important capital, human resource, in the organization and to maximize the existing performance on a functional basis. (Bayat, 2008: 73).

#### 1.4. The Importance of Strategic Human Resources Management for Businesses

Recent studies have noted that there is an increase in performance in businesses that plan human resources management correctly, and that their business performance has also increased. In order to ensure this, effective management of the personnel, directing, and the integration of the goals of the employee with the goals of the company have made the enterprises more successful in an indispensable competitive environment. Competing in the market in global life requires better management of human resources. (Alakoç - Burma, 2014: 86).

As a result, competition becomes more livable in business life. In order to survive in these challenging competitive conditions, businesses have to be one step ahead of their competitors and realize their plans and strategies in this direction. Human resources impose four conditions for businesses to achieve success; human resource is a valuable, inimitable, rare and non-alternative asset. (Calis, 2000: 74).

While all other production factors can be imitated, human resources have an inimitable feature. The success of the business is through the efficient management of human resources, which causes the organization and the human to be treated as equivalent. The factors required for the successful use of human resources in the enterprise; employee loyalty depends on integration, quality and flexibility. (Alakoç - Burma, 2014: 86).

Since the personnel affiliated with the organization are satisfied with their work, efficiency will be increased and business harmony will be achieved. With the inclusion of human resources management in the strategic decision phase in the business, it integrates its fields of activity and human resources practices with this functional area in order to understand the importance of human resources management of managers at all levels. The success of the business culture, personnel and product features reveals the phenomenon of quality and this phenomenon includes the employees' commitment to the business, integration with the business and flexibility functions (Erdoğan, 2013: 12).

The fact that the company keeps up with the changes of the internal and external environment, supports all kinds of changes and is not indifferent to it, brings the concept of flexibility to the fore. The company, which sets off with these approaches, can achieve its goals in realizing the strategy targeted by the human resources management company and ensuring the success of the human resource. While the enterprise makes efforts to meet all these formations, it should be meticulous about meeting the demands and needs of the employee and should be effective in performing social responsibility activities expected by the society (Çalış, 2000: 74).

Human resource is an important resource that needs to be developed rather than a cost factor for businesses. Therefore, the primary purpose of the enterprise is to integrate it into the company by increasing employee participation and increase the satisfaction level.

As a result, investments in human resources should be handled as investment expenditures, not cost items. (Alakoç - Burma, 2014: 86).

If the human resources are managed well in the enterprises, practices such as decreases in personnel turnover, elimination of wages unfairness, performance at the desired level and meeting training needs are realized at the desired level. It has an important function in terms of anticipating and preventing possible problems that may arise thanks to human resources management practices, which are a power factor. (Çalış, 2000: 74).

If human resources policies and practices match business objectives, an increase in employee productivity is experienced, but this situation becomes noticeable in organizational performance. It contributes greatly to the business in terms of compliance of human resources goals and objectives with business goals and objectives, realization of selection, recruitment and recruitment activities working at the level of expectation. According to the results of the research, the recent changes in the field of human resources are as follows. (Erdoğan, 2013: 12);

- From operational level to strategic level
- From numerical to level, verbal
- Working together rather than supervising
- From management to consulting
- Work-centric work rather than functionality
- To focus on the outside of the company rather than inside the company,
- To be proactive rather than reactive
- It can be explained as being a problem solver rather than an activity.
- Strategic and operational plans should be carried out in harmony with each other during the organization of the business workspace.

In addition to bringing a culture to the business, this enables the measurement of performance and provides both internal and external development in terms of the effective management of information. With the shift of human resources management to the technological field in recent years, the concept of e-human resources has entered our lives. E-human resources provide great convenience to the business in terms of establishing the right databases and recruiting the most appropriate personnel. (Dessler, 2000: 19).

As a result, this makes the business a success in terms of increase in profits and sales per share. Human resources management has moved to a more focal point due to the complexity of environmental conditions. Therefore, human resources have a strategically important role in achieving success for each manager (Çalış, 2000: 74).

Globalization, which has been increasingly felt in the last 20 years, is aware of the importance of the human element to be successful when businesses are considering competing internationally. The most important development in business life today is to include more human resources in the development and implementation of the strategies of the organizations. The strategies created by the organization are important for the enterprise and enable the organization to take a competitive position in a strategic dimension. (Dessler, 2000: 19).

At the same time, the concept of HR gets a more focused place with the creation of business teams. Strategic human resources can be defined as the changes experienced inside and outside the organization affecting the strategic human resources strategy of the organizations. In terms of the interrelation of these changes around the organization, it is very decisive in the organization's strategic thinking and strategic planning. (Siddhart, 2003: 2).

Strategic human resources management is the interconnection of the human element in



line with the goals that the enterprise wants to achieve, in order to increase the performance of those who work with a more detailed understanding and to internalize and develop the organizational culture that is innovative and flexible. Not all human resources practices and activities are equally strategic in terms of strategic management.. Non-individual and managerial activities-weighted human resources practices do not require much competence in human relations. (Baransel, 1979: 26).

Therefore, most of these activities can be carried out effectively with software programs in computer environment. Such human resources activities can include activities such as compensation and social rights management, payroll regulation, monitoring employee records, compliance with working hours, insurance, retirement and employment. Even if all these activities do not have any significant strategic effects, they should be carried out with appropriate costs, appropriate financial resources and on time, completely and accurately (Akgemci, 2008: 240).

Since it does not have a direct effect on the implementation of the organizational strategies determined by the above mentioned activities, it is not directly dealt with by the top management. However, when there is a problem in these activities, serious consequences can occur for the human resources department. For this reason, it is necessary to make sure that such repetitive and routine activities are carried out smoothly before the human resources department addresses strategic issues. (Siddhart, 2003: 2).

In contrast to the routine activities mentioned above, it is seen that the contribution of some human resources practices and activities to the organizational strategy has been realized more intensely and clearly. In other words, there are also basic human resources activities that play a decisive role in successfully implementing an organization's competitive strategy and directly affect the success of the strategy. For example; if the relations with the employees are weak, the organization will not have the opportunity to implement cost-reducing or improving strategies if the employees react to change and development. (Baransel, 1979: 26).

If wage and reward systems do not meet the expectations of employees, the contributions of managers and employees to the implementation of strategies will not be efficient enough. Similarly, strategies requiring superior customer service focus will not be successful. Activities related to the organization's design and human resource planning will potentially affect the ability of the business to implement its corporate strategies in the future. (Akgemci, 2008: 240).

Finding, selecting, recruiting, educating key employees who will ensure effective implementation of strategies and drawing career maps that will enable them to rise to higher levels will increase the strategic value of human resources practices and activities that will both increase their loyalty and loyalty by increasing the motivation of the employees and protect the investment in important people. In the information age we are in, strategic management practices see people as the most important source of the organization and evaluate it as the key factor of gaining competitive advantage. Therefore, in order to develop competitive strategies of companies and reach corporate goals, strategic human resources management should turn to consistent human resources management practices that aim to develop employees' knowledge, skills and abilities. (Dessler, 2000: 19).

Therefore, strategic human resources management is very important in terms of maintaining the existence of the company besides providing a competitive advantage.

Today, it has become an indispensable element to examine the ongoing activities of the organization and to determine its long-term strategies. At this stage, first of all, it is necessary to determine the potential contribution of human resources to the enterprise in order to fulfill the objectives of the organization in the long term (Çalış, 2000: 74).

It will be demonstrated by determining the strategies in the field of human resources appropriately, revealing the future needs of the organization and making a comparative analysis of the current capabilities of the business employees. As an example, when we consider "reducing costs" when we consider the business strategy, we reflect this situation to the human resources strategy as "decreasing the labor costs". Therefore, the business strategies of the enterprises are at the focal point of human resources studies. (Akgemci, 2008: 242 ).

## 2. Method

### 2.1. Purpose and Scope of the Research

The main purpose of this research is; to reveal the opinions of hotel managers and employees on the determination of the effects of the strategic human resources management of the 5 star hotels in Antalya province on the performance of the hotel enterprises for the improvement of service quality. The general purpose of this research is; in the framework of the opinions of hotel managers and employees, to introduce a new model for increasing the effects of strategic human resources management on the performance of hotel enterprises for the improvement of service quality.

### 2.2. The Question of the Study

Does strategic human resources management affect the business performances of 5-star hotels that continue their activities in the province of Antalya to improve their service quality?

### 2.3. Research Justification and Analysis Level

The level of analysis of this research is the managers and employees of 5-star hotels that continue their activities in Antalya province. In this context, it will be investigated whether the opinions of the managers and employees of 5-star hotels about the effects of strategic human resources management on the performance of the hotel businesses for the improvement of the service quality are based on demographic information.

### 2.4. Research Method

Descriptive research model and qualitative data collection techniques have been used to reveal the impact of strategic human resources management of 5 star hotels in Antalya province on the performance of hotel businesses for the improvement of service quality. Coefficient Cronbach's Alpha coefficient and quantitative research methods were used. (Kafadar, 2014: 10).

The universe of the study consisted of 875 employees (including managers) of 36 different five-star hotels with a varying number of employees who continue their activities in Antalya. The sample of the study was chosen by simple random method. The sampling was determined as 317 employees (including manager).

SPSS 23.0 package program was used to evaluate the data. Number, percentage, average and standard deviation analyzes, which are descriptive statistical methods, were performed. The t-test was used to compare quantitative continuous data between two independent groups, and the One-way Anova test was used to compare quantitative continuous data between more than two independent groups.

Scheffe test was used as a complementary post-hoc analysis to determine the differences after the Anova test. Pearson correlation and regression analysis were used among the continuous variables of the study. The findings were evaluated at 95% confidence interval

and 5% significance level.

### 3. Findings and Discussion

#### 3.1. Results

5-star hotel business managers and employees who participated in the survey; 55.8% male, 43.5% 26-35 years old, 49.2% married, 39.4% high school graduate, 52.4% has no management responsibility. In addition, the working time in the institution is between 1-5 years of 77.6%, the duration of employment in the industry is between 1-5 years of 42.0%, and the working hours in the departments where they continue to work are between 1-5 years. . In addition, 25.2% serve in the food and beverage and kitchen sections, 65.9% previously worked in 5-star hotels, 53.3% received training for their location, 55.5% received training in different places. 70.0% of them have been trained at different times, 57.7% do not speak foreign languages, 44.5% speak English.

Table 1. Comparison of the scores received by the hotel manager and staff by the education status groups (n = 317)

Scales	Education status	n	S	Min.	Max.	F	p	Difference
Total quality Management	Primary education	29	36,14	6,25	22	46	2,951	
	,013 5-6							
	High school	125	36,71	7,60	10	57		
	Associate	54	34,65	8,66	10	50		
	License	91	34,19	6,10	10	46		
	Master	14	29,81	13,75	10	42		
	Doctorate	4	38,14	2,75	35	40		

When the ANOVA results, given in Table 1, are analyzed, it is determined that there is a statistically significant difference between the scores of the hotel manager and employees participating in the study from the Total Quality Management scale. ( $P < 0.05$ ). This difference arises from the hotel manager and employees in the education groups that do Master and PhD. The scores of the hotel managers and employees with a master's degree in the Total Quality Management scale were found to be significantly lower than the other education level groups.

Table 2. Comparison of the scores received by the hotel manager and staff from the scales according to the hotel type groups they worked in before (n = 317)

Scales	The type of hotel he worked before	s	Min.	Max.	F	p
Strategic human resources management	Apart hotel	10	31,96	10,66	10	50
	2,409 ,027 6-7					
	Hotel	40	35,45	11,10	10	50
	5-star hotel	209	37,11	7,61	10	50
	Boutique hotel	9	41,88	5,03	33	50
	Resort	13	36,92	10,10	10	46
	Family hotel	5	28,84	13,67	10	40
	Restaurant	31	38,80	6,66	14	50
Total quality Management	Apart hotel	10	32,05	10,30	10	50
	6-7					
	Hotel	40	32,75	10,45	10	50
	5-star hotel	209	35,75	6,73	10	48
	Boutique hotel	9	37,52	5,66	31	50

Resort 13	34,77	10,73	10	57						
Family hotel	5	26,15	12,16	10	39					
Restaurant	31	37,63	5,87	17	45					
Business Performance										
6-4										
Hotel 40	35,14	11,81	10	50						
5-star hotel	209	36,51	9,60	10	50					
Boutique hotel		9	41,63	4,46	34	50				
Resort 13	34,00	11,80	10	47						
Family hotel	5	26,84	15,60	10	40					
Restaurant	31	39,25	9,38	10	50					

When the ANOVA results, given in Table 2, are analyzed, it has been determined that there is a statistically significant difference between the scores of the hotel manager and employees participating in the study from the Strategic Human Resources Management scale according to the hotel type groups they worked with ( $p < 0.05$ ). This difference arises from the hotel manager and employees who were the type of hotel they work with, family hotel and restaurant. The scores of the hotel manager and employees, who were the hotel type family hotels they worked on before, from the Strategic Human Resources Management scale, were found to be significantly lower than those of the hotel type groups where they worked before. It was found that there was a statistically significant difference between the scores of the hotel managers and employees participating in the study from the Total Quality Management scale according to the hotel type groups they worked with ( $p < 0.05$ ). This difference arises from the hotel manager and employees who were the type of hotel they work with, family hotel and restaurant. The scores received by the hotel manager and employees, who were the hotel type family hotels they worked with, from the Total Quality Management scale, were found to be significantly lower than those of the hotel type groups they worked with before. It was found that there was a statistically significant difference between the scores of the hotel managers and employees participating in the study from the Management Performance scale according to the hotel type groups they worked with ( $p < 0.05$ ). This difference arises from the hotel manager and employees who were the type of hotel they work, family hotel and boutique hotel. The scores of the hotel manager and employees, who are the hotel type family hotels they worked with before, on the Business Performance scale, were found to be significantly lower than those of the hotel type groups where they worked before.

Table 3. Correlation between strategic human resources management, total quality management and business performance scales.

	Strategic human resources management	Total quality Management	Business Performance
Total quality Management	$r = 0,763^{**}$	1	
$p = 0,000$			
Business Performance	$r = 0,596^{**}$	$0,678^{**}$	1
$p = 0,000$	$p = 0,000$		

$**p < 0,01$

There is a positive and statistically significant relationship between strategic human resources management and total quality management ( $r = 0.763$ ,  $p < 0.01$ ). It is seen that there is a positive and statistically significant relationship between strategic human resource management and business performance, ( $r = 0.596$ ,  $p < 0.01$ ). Accordingly, when we look at the relationship between strategic human resources management, total quality

management and business performance, one increases when one of the variables increases.

Table 4. The impact of strategic human resources management on hotel business performance for the innovation of total quality management.

Model	Non-Standard Coefficients	Standard Coefficients	t	Sig.
	B	Std. Error	Beta	
1	(Constant)	,703	,118	5,956 ,000
	Strategic human resources management	,512	,038	,556 13,562,000
	Business Performance	,259	,031	,347 8,455 ,000

a. Dependent variable: Total quality management

\*p<0,05, R<sup>2</sup>=0,660

In Table 4, the results of the regression analysis regarding the predictions of strategic human resources management and hotel management performance for the renewal of total quality management are given, and the regression model established for the predictions of strategic human resources management and hotel management performance for the innovation of total quality management is statistically significant. It was determined that strategic human resources management and hotel management performance explained 66.0% of the variance in Total Quality Management scale scores. It was determined that strategic human resources management and enterprise performance scale scores significantly predicted total quality management scale scores ( $p < 0.05$ ). Accordingly, it positively affects the improvement of total quality management in hotels, strategic human resources management and hotel management performance.

### 3.2. Discussion

According to Rigby (2001), without forgetting that every strategic management tool has its strengths and weaknesses; the management tool should be used by gathering the right variables at the right place at the right time. The management tool must be determined in accordance with the objectives. The management tool chosen for the purpose should be of a quality to increase the operational performance and job satisfaction.

In the study of Apaydin on determining the institutionalization indicators in 2007 and investigating the effects of these indicators on marketing actions and performance, he determined that there is a significant relationship between institutionalization and marketing actions and performance. He concluded that institutionalization increased marketing actions and business performance. Strategic management tools also support this result as it is effective in increasing marketing and business performance.

Biçer (2004), in his research titled "The Relationship between Strategic Human Resource Management Practices with Employees' Performance and a Research Related to the Subject", it was concluded that the Strategic Human Resource Management Practices do not have a relation with the business performance. Differentiation of general burnout level according to educational status has been statistically proven in many studies (Maslach and Jackson 1981: 376). These results in the literature support our study.

Altinel (2018) carried out an application for the importance of business analysis in strategic human resources management and business analysis and the creation of norm staff in Toros University administrative units. In this study, job descriptions / job requirements, which are the main outputs of job analysis, have been created. In addition, detailed information about the works and the content of the works was obtained and the

norm cadre was determined in each unit. This result is compatible with our study.

Uygun (2018) found that strategic human resource management practices affect employee performance and intention to quit, in a research on the impact of strategic human resource management practices on employees in the context of performance management. In addition, the retention strategies and training opportunities applied to the employees determined that they positively affect the performance of the employees, the rewards applied to the employees, the retention strategies and training opportunities negatively affect the employees' intention to quit. In our study, it is compatible with strategic human resources management as it has been determined that business performance and total quality management make a significant contribution.

Yılmaz (2018) conducted a study on the effect of strategic human resources management on the institutionalization process. In his study, he demonstrated that formal education systems, job descriptions, internal career opportunities and result-oriented performance appraisal, which are strategic human resource management practices, have an intermediary effect on the institutionalization process. It shows compatibility with the basic structure of our study.

Safarlı (2018) conducted a research on the relationship between strategic human resources practices and employee burnout levels. In his study, he determined that there is a negative and high level relationship between strategic human resource management practices and burnout levels. This study, which is available in the literature, was found to be compatible with our study.

Şenel (2018) conducted a qualitative research in air cargo companies on the role of strategic human resources management in achieving sustainable competitive advantage in air transport. In this study, it demonstrated the importance of airline cargo companies to adopt the approaches of strategic human resources management to achieve sustainable competitive advantage. In addition, we have determined that business managers can be successful in understanding and internalizing the principles of strategic human resources management and implementing these practices to the extent they provide the necessary financial and moral support to human resources management, and these results are consistent with our study.

Kars (2018) conducted a study on the performance evaluation function within the framework of the organization development process in a strategic human resources perspective. In this study, strategic human resources management effectiveness was associated with all sub-dimensions of organizational development. In addition, occupational health-education and performance dimensions, which are among the strategic human resources management practices, have been found to have an impact on the change in organizational development, planned change, information and resource use and participation in management, and are consistent with our study.

Palaz (2019) has carried out strategic human resource management studies in sensing and implementation in Eskişehir Organized Industrial Zone. In this study, it is concluded that there is no difference between the companies' strategic human resources management perception and strategic human resources practices. In addition, it has been determined that especially companies that are not included in a holding structure attach great importance to strategic human resources management, but do not operate in the same degree in practice.

Torun (2019) conducted a research on strategic human resources management focused on quality and innovation. In this study, he found that total quality management and strategic human resource management affect innovation significantly and positively. In our study, it

is compatible with strategic human resources management as it has been determined that business performance and total quality management make a significant contribution.

Türkalp (2019) conducted a study on the effects of innovation management on business performance in companies manufacturing mill machinery. In this research, he found that innovation management had an impact on business performance. It is compatible with the effect of business performance with our work.

#### 4. Results

In this study, which aims to reveal the opinions of hotel managers and employees in determining the effects of strategic human resources management of 5-star hotels on the performance of hotel businesses for the improvement of service quality in the province of Antalya, it has been determined that business performance and total quality management make a significant contribution.

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